We are in the midst of a transformation that affects all facets of our worldwide command, evolving from a traffic management command to a surface deployment and distribution command. This transformation shifts our focus from traffic management to our core competencies of deployment and distribution, delivering capability and sustainment on time. While making this transformation, the military and civilians of this command have continued to answer the call and meet the demands of the global war on terrorism and Operations Enduring Freedom and Iraqi Freedom.

Our new name—Military Surface Deployment and Distribution Command (SDDC)—better reflects our renewed support to the Warfighter and articulates our new mission of global surface deployment and distribution. The Commander, U.S. Transportation Command, endorsed our request to change the command’s name, and the Army Chief of Staff approved it. The name was effective 1 January 2004.
In order to outline our strategy and to fulfill our new responsibilities as a surface deployment and distribution command—while continuing to perform our previous mission—we developed this Strategic Plan 2004. It identifies and discusses key items we must manage to successfully achieve our goals and execute our mission. The plan focuses on four perspectives—stakeholder, internal processes, learning and growth, and resources—which we discuss along with their respective strategic goals and objectives.

As we continue to transform and posture ourselves for the future, we remain cognizant of our roles and responsibilities in supporting the U.S. Transportation Command’s Global Distribution Mission, the Army’s transformation strategy, and our ultimate stakeholder, the Warfighters. We are committed to seeking ways to improve our ability to deliver capability and sustainment on time through robust, innovative, and efficient surface distribution solutions. We realize our ultimate worth is measured by how well we enable the Warfighters to successfully execute their mission.

ANN E. DUNWOODY
Major General, USA
Commanding
Our last strategic plan was published in 2002, under our previous command name, the Military Traffic Management Command (MTMC). Since that time, not only has our name changed to the Military Surface Deployment and Distribution Command (SDDC), but the environment in which we operate has altered dramatically. Some perspectives, objectives, measures, and initiatives of *MTMC Strategic Plan 2002* remain the same, but others have been revised or deleted, and new ones have been added, to keep pace with changes in our operating environment.

Our transformation from a traffic management command to a global surface deployment and distribution command serves as the foundation for our *Strategic Plan 2004*. We are refocusing our efforts from traffic management to global surface deployment and distribution in support of the United States Transportation Command’s (USTRANSCOM’s) new role as the DoD’s Global Distribution Process Owner. This plan outlines how we will make our new role as a surface deployment and distribution command a reality. We will concentrate our efforts on providing the greatest return on investment in support of the Warfighters, USTRANSCOM’s Global Distribution Mission, and the Army’s transformation strategy.

In conjunction with this plan, we have updated our Mission and Vision Statements as well as the competencies consistent with our transformation to SDDC.
PROGRESS UNDER STRATEGIC PLAN 2002

In MTMC Strategic Plan 2002, we set forth a plan of action for our objectives, which included metrics against which we could measure our success.

MTMC Strategic Plan 2002 serves as a foundation for SDDC Strategic Plan 2004 in that the new plan builds upon the objectives and metrics of the previous plan. SDDC Strategic Plan 2004 links with the Army's Strategic Readiness System (SRS) and institutionalizes and standardizes our metrics. As we look for ways to become a more efficient and effective organization, we remain cognizant that we must also align our objectives to support USTRANSCOM and Army initiatives.
MISSION and VISION STATEMENTS

MISSION

Strategic Plan 2002:
To provide global surface transportation and traffic management services to meet National Security objectives in peace and war.

Strategic Plan 2004:
Provide global surface deployment command and control and distribution operations to meet National Security objectives in peace and war.

VISION

Strategic Plan 2002:
Provider of best value, end-to-end, surface transportation solutions... anytime, anyplace, on time... every time.

Strategic Plan 2004:
To be the Warfighter’s single surface deployment/distribution provider for adaptive and flexible solutions that deliver capability and sustainment on time.

Distribution...Joint Pub 4.0
Distribution is the operational process of synchronizing all elements of the logistic system to deliver the “right things” to the “right place” at the “right time” to support the Combatant Commanders.

Distribution management is the function of synchronizing and coordinating a complex of networks (physical, communications, information, and resources) and functional components (supply, transportation, maintenance, and logistics management).
CORE COMPETENCY

STRATEGIC PLAN 2002

- Surface Movements
- Passenger and Personal Property Movements
- Deployment Engineering

STRATEGIC PLAN 2004

- Surface Deployment Command and Control and Distribution Operations
The Warfighters are our stakeholders and our customers. They are the recipients of our goods and services and our capability to provide these goods and services directly affects our ability to provide the Warfighters the world-class service they need and deserve. We also provide goods and services to our many strategic partners (see below), whose goal—and ours—is supporting the Warfighters. We value all our working relationships, but we focus on providing unmatched deployment and distribution support to Warfighters and their families in both peace and war.

**STAKEHOLDERS and STRATEGIC PARTNERS**

The Warfighters are our stakeholders and our customers. They are the recipients of our goods and services and our capability to provide these goods and services directly affects our ability to provide the Warfighters the world-class service they need and deserve. We also provide goods and services to our many strategic partners (see below), whose goal—and ours—is supporting the Warfighters. We value all our working relationships, but we focus on providing unmatched deployment and distribution support to Warfighters and their families in both peace and war.

**SDDC STAKEHOLDERS**

- Customers
  - Warfighters

- Strategic Partners
  - USTRANSCOM
  - JCS/OSD
  - Services
  - AAFES
  - NEXCOM
  - DECA
  - DLA
  - DCMA
  - GSA
  - Industry partners
Perspectives are specific focal points toward which an organization directs efforts.

Goals guide an organization’s efforts toward supporting its perspectives.

Objectives focus on specific actions within the perspectives, and are linked to one another by cause-and-effect relationships.

Measures communicate the outcome of an objective—they are how an organization gauges progress.

Initiatives are actions an organization takes to achieve objectives and goals.

**Strategic Initiatives**

Key actions or programs initiated to close the gap between current performance and desired outcomes (e.g., DLA, MTMC, MSC, SD Streamlining).

**Leading Indicators**

Measures that provide an early indication of progress toward the strategic outcome. These are the performance drivers (e.g., number of processes reworked, hours spent with customers, employee development).

**Strategic Outcome Measures**

Measures that demonstrate progress toward a desired outcome. These are results-oriented (e.g., cycle time, service quality, customer needs met).
STRATEGIC PLANNING

To help us achieve our vision, we will focus our strategic planning efforts on the following perspectives:

STAKEHOLDER
Providing world-class service and support to our customer, the Warfighter, through collaboration with our strategic partners

INTERNAL PROCESSES
Performing key processes within the organization to meet the Warfighter's needs

LEARNING AND GROWTH
Developing people, tools, and an environment that will enable our organization to learn and improve

RESOURCES
Securing the resources required to achieve organizational goals and operations that meet our stakeholder’s needs.

Each perspective has a strategic goal supported by related objectives. By managing and meeting these objectives, we will achieve our vision: “To be the Warfighter’s single surface deployment/distribution provider.”
STAKEHOLDER PERSPECTIVE

GOAL:
Fulfill Warfighter needs by employing innovative, customer-focused, best-value integrated services.

INTENT:
Our stakeholders are the Warfighters and their families. To enable us to meet their needs, we rely on our industry partners as an integral part of our surface deployment and distribution team.

We achieve our objective of providing surface deployment command and control and distribution operations by giving our stakeholders a full range of user-friendly, one-stop, single-entry, end-to-end, dependable solutions, fully supported by automation.

We endeavor to give our stakeholders 100 percent satisfaction. We deliver the full spectrum of surface distribution services—everywhere—with enthusiasm, diligence, dispatch, and excellence. We meet established delivery dates, places, and conditions and provide accurate and timely information. We deploy forces via surface modes to meet the requirements of our customers—the Warfighters. We, along with our industry partners, strive to continually provide our stakeholders with the services they need using the best people with the best education, training, and technology.
We continuously assess our deployment and distribution services. We constantly communicate and collaborate with our stakeholders. We steadily improve the quality, scope, and spectrum of services offered and delivered to the Warfighters. We repeatedly challenge ourselves to do more for our stakeholders and to take responsibility for our actions.

OBJECTIVES:

Provide 100% TAV and ITV: Enable SDDC and its stakeholders to see the location and status of all assets in the end-to-end distribution system.

Provide On-Time Delivery: Ensure that Warfighters receive shipments when promised.

Deliver Capability and Sustainment: Deliver capability, not just equipment.

Deploy and Conduct Force Protection: Serve as the Warfighters' single source for deployment and distribution services and provide training and equipment to ensure survivability of SDDC personnel and assets as they support the Warfighters.

Champion and Office of Primary Responsibility: Operations (SDG3)
GOAL:
A refined management culture with capabilities that embrace a proactive, analytical approach to global deployment command and control and distribution operations, and deliver capabilities in support of National Military Strategy.

INTENT:
We target key organizational processes that must be improved to enhance our ability to meet Warfighter needs. We focus on executing, reviewing, and assessing how we do business, identifying areas in which we can improve, and leveraging commercial practices to increase organizational efficiency.
OBJECTIVES:

Trained and Ready Organizations: Ensure ready organizations with trained leaders, personnel, and resources (e.g., funding, personnel, equipment, etc.) capable of supporting National Military Strategy.

Conduct Deployment Engineering: Provide deployment engineering solutions, policy guidance, research, analytical expertise, and tools to support the Warfighter.

Sustain a Trained and Professionally Developed Workforce: Enhance organizational performance by developing people to ensure retention of a competent, motivated, and committed workforce.

Force Protection: Minimize threats to SDDC personnel, assets, and cargo through robust force protection processes and procedures.

Equip Our Units: Identify, define, and prioritize equipping needs that must be resourced to enable current and future missions.

Obtain Stakeholder Feedback: Determine whether our stakeholders perceive that our deployment/distribution services provide them with best value.

Champion and Office of Primary Responsibility: Command Transformation Integration Office (SDTI)
LEARNING AND GROWTH PERSPECTIVE

GOAL:

The right people, at the right place, at the right time, with the right tools within the right environment.

INTENT:

We recruit, train, and retain a workforce that is skilled, empowered, and able to achieve the organizational goals required to provide world-class support to the Warfighters. We realize this type of workforce by providing leadership, challenging work assignments, state-of-the-art technology, and training that allow us to grow trained, knowledgeable professionals who are able to effectively operate in any environment in which we must operate.

OBJECTIVES:

Develop Optimal, Effective Tools and Solutions: Achieve a common understanding of requirements, constraints, and available technological and contractual tools to enable us to provide effective stakeholder-accepted solutions.

Develop and Recruit a Workforce with the Highest Level of Expertise and Knowledge: Attract and retain a premier workforce with the right skill sets, designed to provide optimal service support that produces results for the Warfighter.

Champion and Office of Primary Responsibility: Personnel & Logistics (SDG1/4)
RESOURCES PERSPECTIVE

GOAL:
Secure and execute resources to develop an organization that supports the Warfighter while effectively managing costs and maximizing benefits in the most efficient manner.

INTENT:
We develop an efficient, effective, and relevant organization by securing all necessary resources—fiscal, equipment, and enablers—and using them prudently. We involve staff proponents in planning, programming, and budgeting to ensure consensus on command requirements and their prioritization. We continually review and assess performance to ensure we meet our cost management goals and maximize benefits.

OBJECTIVES:

Secure Financial Resources: Forecast requirements, plan and analyze programs, and define budget objectives to enable the command to obtain financial resources, better manage costs, and predict revenue.

Secure Equipment and Enablers: Forecast requirements, plan and analyze programs, and program requirements to enable the command to obtain equipment and enablers.

Champion and Office of Primary Responsibility: Resource Management (SDG8)
Surface Deployment Command and Control and Distribution Operations

Provide 100% TAV and ITV
Provide On-Time Delivery
Deliver Capability and Sustainment
Deploy and Conduct Force Protection

CORE COMPETENCY

Train and Ready Organizations
Conduct Deployment Engineering
Force Protection
Obtain Stakeholder Feedback
Sustain a Trained and Professionally Developed Workforce
Equip Our Units

READINESS

TRANSFORMATION

INTERNAL PROCESSES

LEARNING AND GROWTH

RESOURCES

Develop Optimal, Effective Tools and Solutions
Develop and Recruit a Workforce with the Highest Level of Expertise and Knowledge
Secure Financial Resources
Secure Equipment and Enablers

"Provide global surface deployment command and control and distribution operations to meet National Security objectives in peace and war"
CONCLUSION

The initiatives and improvements we have implemented over the last few years have made us a more efficient, effective organization, better focused to serve our customer, the Warfighter. However, we can do more to provide the Warfighter the best surface deployment and distribution services:

- We must continue our efforts to fully support USTRANSCOM’s role as DoD’s Global Distribution Process Owner and execute our campaign plan to become the premier manager for global surface distribution.

- We must remain vigilant of our requirement to support the Army Vision—People, Current Readiness, and Future Forces.

- We must maintain the synergy of our strategic plan and the Army SRS.

- We must continue to assess our internal processes and procedures to identify ways in which we can improve our efficiency, productivity, effectiveness, and worth to our stakeholders while continuing to manage resource expenditures.

- We must professionally execute our plans and successfully accomplish our tasks to provide our customer, the Warfighter, quality, world-class, end-to-end surface distribution management services in peace and war.

This Strategic Plan 2004 provides the transformation roadmap we will follow to achieve our strategic goals, mission, and vision:

"THE WARFIGHTER'S SINGLE SURFACE DEPLOYMENT/DISTRIBUTION PROVIDER FOR ADAPTIVE AND FLEXIBLE SOLUTIONS THAT DELIVER CAPABILITY AND SUSTAINMENT ON TIME."
UNIT LOCATIONS

HEADQUARTERS
Alexandria, VA

OPERATIONS CENTER
Fort Eustis, VA

MAJOR SUBORDINATE COMMANDS
Transportation Engineering Agency (TEA), Newport News, VA
597th Transportation Group (Terminal), Military Ocean Terminal, Sunny Point (MOTSU), Southport, NC
598th Transportation Group (Terminal), Rotterdam, Netherlands
599th Transportation Group (Terminal), Wheeler Army Airfield, Oahu, HI

CONUS TERMINAL COMMANDS
California
834th Transportation Battalion, Concord
Florida
832nd Transportation Battalion, Jacksonville, (effective May 2004)
954th Transportation Company, Cape Canaveral

New Jersey
956th Transportation Company, Fort Monmouth

South Carolina
841st Transportation Battalion, Charleston

Texas
842nd Transportation Battalion, Beaumont

Washington
833rd Transportation Battalion, Seattle

OCONUS TERMINAL COMMANDS, OFFICES, AND DETACHMENTS
Azores (Portugal)
Azores Detachment, Lajes Field, Terceira Island

Bahrain
831st Transportation Battalion, Manama

Germany
950th Transportation Company, Bremerhaven
Rhine River Detachment, Mannheim
SDDC Personal Property Office—Europe, Stuttgart
Contract Support Office, Bremerhaven
OCONUS TERMINAL COMMANDS, OFFICES, AND DETACHMENTS (CON’T.)

Greece
953rd Transportation Company, Piraeus

Guam
SDDC Field Office-Guam

Italy
839th Transportation Battalion, Livorno

Japan
835th Transportation Battalion, Naha, Okinawa
836th Transportation Battalion, Yokohama
Ocean Cargo Clearance Authority—Pacific, Yokohama
Universal Service Contract Quality Assurance Office—Yokohama

Kuwait
Kuwait Detachment, Kuwait City

Puerto Rico
Contract Support Office—Puerto Rico, Guaynabo

Qatar
Qatar Detachment, Doha

Saudi Arabia
Saudi Arabia Detachment, Dhahran

South Korea
837th Transportation Battalion, Pusan

The Netherlands
838th Transportation Battalion, Rotterdam
Ocean Cargo Clearance Office—North, Rotterdam

Turkey
840th Transportation Battalion, Izmir

United Kingdom
951st Transportation Company, Ipswich
# RESERVE UNITS

**Alabama**
- 1184th Transportation Terminal Battalion, Mobile

**California**
- 502nd Transportation Detachment (Contract Supervision), Sherman Oaks
- 900th Transportation Detachment (Cargo Documentation), Sherman Oaks
- 639th Transportation Detachment (Automated Cargo Documentation), Vallejo
- 1394th Deployment Support Brigade, Oceanside/Camp Pendleton
- 1397th Transportation Terminal Brigade, Vallejo
- 6632nd Port Security Company, Vallejo

**Connecticut**
- 1205th Transportation Railway Operating Battalion, Middletown

**Delaware**
- 421st Transportation Detachment (Contract Supervision), Dover

**Florida**
- 1186th Transportation Terminal Brigade, Jacksonville
- 1156th Transportation Detachment (Contract Supervision), Daytona Beach

**Florida (con’t)**
- 194th Transportation Detachment (Contract Supervision), Daytona Beach
- 352nd Transportation Detachment (Contract Supervision), Jacksonville
- 1159th Transportation Detachment (Contract Supervision), Orlando
- 195th Transportation Detachment (Contract Supervision), Orlando
- 76th Transportation Detachment (Contract Supervision), Orlando
- 499th Transportation Detachment (Cargo Documentation), Gainesville
- 508th Transportation Detachment (Cargo Documentation), Orlando
- 509th Transportation Detachment (Contract Supervision), Panama City
- 518th Transportation Detachment (Cargo Documentation), Gainesville
- 640th Transportation Detachment (Automated Cargo Documentation), Tampa

**Georgia**
- 164th Transportation Detachment (Contract Supervision), Fort McPherson
- 388th Transportation Terminal Battalion, (Cargo Documentation), Decatur
- 1188th Transportation Terminal Battalion, Decatur
Illinois
226th Transportation Detachment
   (Cargo Documentation), Highland Park
944th Transportation Detachment
   (Cargo Documentation), Bartonville

Iowa
4249th Port Security Company, Pocahontas

Kansas
77th Transportation Detachment
   (Contract Supervision), Manhattan

Louisiana
1190th Deployment Support Brigade,
   Baton Rouge
1192nd Transportation Terminal Brigade,
   New Orleans
342nd Transportation Detachment
   (Cargo Documentation), Baton Rouge
585th Transportation Detachment
   (Cargo Documentation), Fort Polk

Maryland
1176th Transportation Terminal Brigade,
   Baltimore
417th Transportation Detachment
   (Contract Supervision), Baltimore
468th Transportation Detachment
   (Contract Supervision), Fort Meade

200th Transportation Detachment
   (Cargo Documentation), Baltimore
202nd Transportation Detachment
   (Automated Cargo Documentation), Baltimore

Massachusetts
1173rd Transportation Terminal Battalion,
   Brockton

Mississippi
1181st Transportation Terminal Battalion,
   Meridian

Missouri
455th Transportation Detachment
   (Contract Supervision), St. Louis
526th Transportation Detachment
   (Contract Supervision), Springfield
510th Transportation Detachment
   (Cargo Documentation), Belton
527th Transportation Detachment
   (Cargo Documentation), Belton
530th Transportation Detachment
   (Cargo Documentation), Belton

New York
1174th Transportation Terminal Battalion,
   Flushing
1179th Deployment Support Brigade,
   Fort Hamilton
<table>
<thead>
<tr>
<th>State</th>
<th>Company/Unit</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York</td>
<td>1302nd Port Security Company, Orangeburg</td>
<td>Orangeburg</td>
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<tr>
<td></td>
<td>139th Transportation Detachment</td>
<td>(Cargo Documentation), Flushing</td>
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<tr>
<td></td>
<td>873rd Transportation Detachment</td>
<td>(Cargo Documentation), Fort Wadsworth</td>
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<tr>
<td>North Carolina</td>
<td>1355th Transportation Railway Operating Company</td>
<td>Southport</td>
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<td></td>
<td>166th Transportation Detachment</td>
<td>(Cargo Documentation), Fort Bragg</td>
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<tr>
<td></td>
<td>394th Transportation Detachment</td>
<td>(Cargo Documentation), Fort Bragg</td>
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<tr>
<td></td>
<td>400th Transportation Detachment</td>
<td>(Cargo Documentation), Fort Bragg</td>
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<tr>
<td></td>
<td>407th Transportation Detachment</td>
<td>(Cargo Documentation), Fort Bragg</td>
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<tr>
<td>Pennsylvania</td>
<td>1185th Transportation Terminal Brigade</td>
<td>Lancaster</td>
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<tr>
<td>South Carolina</td>
<td>1182nd Transportation Terminal Battalion</td>
<td>Charleston</td>
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<tr>
<td></td>
<td>1189th Transportation Terminal Brigade</td>
<td>Charleston</td>
</tr>
<tr>
<td></td>
<td>596th Transportation Detachment</td>
<td>(Cargo Documentation), Charleston</td>
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<td></td>
<td>630th Transportation Detachment</td>
<td>(Contract Supervision), N. Charleston</td>
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<tr>
<td>Texas</td>
<td>564th Transportation Detachment</td>
<td>(Cargo Documentation), Fort Hood</td>
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<td>628th Transportation Detachment</td>
<td>(Cargo Documentation), Fort Hood</td>
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<tr>
<td></td>
<td>369th Transportation Detachment</td>
<td>(Contract Supervision), Houston</td>
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<tr>
<td></td>
<td>614th Transportation Detachment</td>
<td>(Automated Cargo Documentation), Houston</td>
</tr>
<tr>
<td>Virginia</td>
<td>408th Transportation Detachment</td>
<td>(Cargo Documentation), Fort Eustis</td>
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<tr>
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<td>91st Transportation Detachment</td>
<td>(Cargo Documentation), Fort Eustis</td>
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<tr>
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<td>276th Transportation Detachment</td>
<td>(Automated Cargo Documentation), Fort Story</td>
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<td>358th Transportation Detachment</td>
<td>(Automated Cargo Documentation), Fort Eustis</td>
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<tr>
<td></td>
<td>491st Transportation Detachment</td>
<td>(Automated Cargo Documentation), Fort Eustis</td>
</tr>
<tr>
<td></td>
<td>629th Transportation Detachment</td>
<td>(Automated Cargo Documentation), Fort Eustis</td>
</tr>
</tbody>
</table>
Washington
1395th Transportation Terminal Brigade, Seattle
355th Transportation Detachment (Contract Supervision), Fort Lewis
643rd Transportation Detachment (Automated Cargo Documentation), Spokane
652nd Transportation Detachment (Automated Cargo Documentation), Seattle

Wisconsin
343rd Transportation Detachment (Cargo Documentation), Fort McCoy

REGIONAL STORAGE MANAGEMENT OFFICES (RSMOs)
Central RSMO, Topeka, KS
Northwest RSMO, Fort Monmouth, NJ
Southeast RSMO, Forest Park, GA
Western RSMO, Concord, CA